

2023 Performance Oversight Hearing Questions

1. Please provide, as an attachment to your answers, a current organizational chart for your agency with the number of vacant, frozen, and filled FTEs marked in each box. Include the names and titles of all senior personnel and note the effective date of all collected information on the chart.

ANSWER:

SEE ATTACHMENT #1

2. Please provide in table format a list of the Board of Directors as of January 1, 2023. Include vacant seats. List the incumbent, the appointment authority (e.g., Mayor of the District of Columbia) and the date the term expired (or will expire).

ANSWER:

| Board Member | | Role | Appointing Authority | Start of Term | Term Expiration |
|------------------------|-----|--------------------|-----------------------------------|--------------------|--------------------|
| Tracey Hadden Loh | DC | Principal Director | DC Council | November 04, 2021 | June 30, 2025 |
| Spring Worth | DC | Alternate Director | DC Council | December 23, 2022 | June 30, 2024 |
| Lucinda Babers | DC | Principal Director | DC Council (Mayoral Nominee) | May 24, 2021 | June 30, 2023 |
| Vacant | DC | Alternate Director | DC Council (Mayoral Nominee) | | June 30, 2022* |
| Paul J. Wiedefeld | MD | Principal Director | Governor of Maryland | January 25, 2023 | n/a |
| Michael Goldman | MD | Alternate Director | Montgomery County/WSTC | December 8, 2022 | June 30, 2024 |
| Donald Drummer | MD | Principal Director | Governor of Maryland/WSTC | July 15, 2021 | June 30, 2023 |
| Thomas Graham | MD | Alternate Director | Prince George's County/WSTC | May 22, 2019 | June 30, 2023 |
| Paul Smedberg | VA | Principal Director | Commonwealth of Virginia/NVTC | January 03, 2019 | January 5, 2026 |
| Canek Aguirre | VA | Alternate Director | City of Alexandria/NVTC | March 05, 2021 | January 7, 2025 |
| Matt Letourneau | VA | Principal Director | Loudoun County/NVTC | January 03, 2019 | January 3, 2023 ** |
| Walter Alcorn | VA | Alternate Director | Fairfax County/NVTC | January 16, 2020 | January 4, 2024 |
| Sarah Kline | Fed | Principal Director | USDOT/Secretary of Transportation | September 09, 2021 | September 7, 2025 |
| April Rai | Fed | Alternate Director | USDOT/Secretary of Transportation | December 22, 2022 | December 14, 2026 |
| Kamilah Martin-Proctor | Fed | Principal Director | USDOT/Secretary of Transportation | September 09, 2021 | September 7, 2025 |
| Bryna Helfer | Fed | Alternate Director | USDOT/Secretary of Transportation | September 09, 2021 | September 7, 2025 |

Notes:

* Term expiration date is for previous appointee (Jeff Marootian)

** Pending reappointment by the Northern Virginia Transportation Commission on January 5, 2023.

3. What metrics are regularly used by the agency to evaluate its operations? Please be specific about

which data points are monitored by the agency.

ANSWER:

On a quarterly basis, Metro provides a report to the Board of Directors to highlight fiscal-year-to-date performance on a suite of measures listed below for how well the agency is delivering on its mission. These measures follow industry standards and align to the safety performance measures established in the Federal Transit Administration's National Public Transportation Safety Plan. The report communicates performance results relative to annual targets, shows performance trends over the prior two years and identifies actions to improve. The full report is posted publicly at this link on wmata.com:

<https://www.wmata.com/about/records/scorecard/index.cfm>.

- Ridership
- Customer Satisfaction
- Rail Missed Trips
- Bus Missed Trips
- Bus Prediction Availability
- Bus Prediction Accuracy
- Rail Customer on Time Performance
- Bus On Time Performance
- Access On Time Performance
- Elevator Availability
- Escalator Availability
- Rail Crowding
- Bus Crowding
- Rail Fleet Reliability
- Bus Fleet Reliability
- Access Fleet Reliability
- Part 1 Crimes
- Rail System Safety Events
- Bus System Safety Events
- Access Safety Events
- Rail System Customer Injuries
- Bus Customer Injuries
- Access Customer Injuries
- Rail Employee/Customer Assaults
- Bus Employee/Customer Assaults
- Rail Employee Injuries
- Bus Employee Injuries

In 2020, Metro adopted the Bus Service Guidelines for the Metrobus system. The guidelines set clear expectations for Metrobus service and established a formal and consistent approach for evaluating Metrobus lines' performances and to guide decisions on service. Detailed Annual Line Performance Reports are developed to improve service by applying the adopted guidelines to the existing service and sharing the results with regional stakeholders and the public. The reports are publicly available at wmata.com in two places: Initiatives and Public Records.

4. Please describe any new initiatives or programs that the agency implemented in fiscal years 2022 and 2023, to date, to improve the operations of the agency. Please describe any funding utilized for these initiatives or program and the results or expected results of each initiative.

ANSWER:

Metro recognizes the importance of providing the national capital region with transit service that meets the changing demands of this moment. Since July 2022, under the leadership of General Manager/ CEO Randy Clarke, Metro’s focus on delivering an excellent customer service experience through safety, communication, and transparency has been key to winning back customers. Since July, we have improved service and increased trains by 41 percent. We’ve installed three digital displays, providing customers with real-time information which help to better inform their travel decisions. We’ve increased our customer satisfaction scores from a failing grade to a C+ in three short months, and the satisfaction numbers continue to improve. We’ve increased patrols by 30 percent and hired Crisis Intervention Specialists to assist customers who require mental health resources. We are growing stronger and getting better every day although there is still much to be done.

Metro is developing a strategic transformation plan, *Your Metro, The Way Forward* to be the Authority’s North Star and guide Metro’s strategy and actions over the next five+ years as Metro works to meet the evolving needs of its customers and employees. The plan will guide both long-term strategy and day-to-day decision making as Metro continues to regain ridership and respond to changing mobility patterns as people move throughout the region differently to ensure the agency captures the needs of the community. The plan was developed by the Board of Directors (Board) and management through direct and active input from Metro’s customers, employees, and regional stakeholders.

Below are additional initiatives in which operating or capital funds were used to improve the operations of WMATA.

| Initiative | Expected result | Funding Source |
|-------------------------------------|--|-----------------------|
| ROCC Transformation | Completed between 2020 and 2022, the ROCC Transformation improved safety culture, improved incident decision making and management, and realigned workload for ROCC controllers, among other projects and benefits. Part of the program included 24/7 oversight of power energization through third-party safety officials to ensure adherence to third-rail power procedures. | Operating and Capital |
| Power Operations Center Improvement | Completed in 2022, the Power Operations Center Improvement initiative supported growth in staffing, compliance, and training. | Operating |
| Customer Experience Liaisons | Customer Experience Liaisons are a new unionized role improving the customer experience in stations and at bus loops. | Operating |
| Clean Sweep Program | Completed in 2022, Clean Sweep expedited deep cleanings of all rail stations. | Operating |
| Community policing initiatives | MTPD continues to grow its community outreach and patrolling programs, including: <ul style="list-style-type: none"> • Partnering with law enforcement partner to deliver up to 60% more patrols during 6 – 9 a.m. and 3 – 7 p.m. Monday through Friday • Crisis Intervention Specialists • Helping Hands – targeted increase in patrols • Youth programming | Operating |

| | | |
|---|--|---------|
| Integration of control centers | The integration of the control centers into the Metro Integrated Command and Communication center will improve communication to internal and external communications, including unifying rail, bus, and MTPD communications into one channel. | Capital |
| Scheduled Maintenance Program for 7000-series fleet | The scheduled maintenance program will complete preventative maintenance on targeted subsystems based on data and failure modeling to maintain cars in state of good repair as well as reduce in-shop time/costs and improve reliability. | Capital |
| Bus Rehabilitation program | Major overhaul replaces everything on a bus, including subsystems and cosmetics (paint, seats). Result is to maintain buses in state of good repair as well as reduce in-shop time/costs and improve reliability. Vehicles are scheduled for major overhauls based on age and mileage. | Capital |
| Rail training simulators | Use simulators to enhance rail training. Reduce training time and provide varied simulations before operators encounter them. | Capital |
| Infrastructure digital transformation initiative | Developing requirements to digitize maintenance inspection forms and the workflow process across the infrastructure organization. Reduces paperwork and provides automatic access to data. | Capital |

- Please list all currently open capital projects for WMATA as of the date of your response, including those projects that are managed or overseen by another agency or entity. Include a brief description of each, the total estimated cost, expenditures to date, the start and completion dates, and the current status of the project. Also, indicate which projects are experiencing delays and which require additional funding.

ANSWER:

WMATA’s FY2023 Capital Improvement Program is described in our Approved Budget Book, which is available on our [website](#). The Capital Improvement Program updates project delivery status, expenditures, and forward-looking proposed budget needs. Updated progress information is available through the quarterly progress reports published on the [Capital Documents](#) page of wmata.com.

- Please provide an update on the Silver Line service since its Phase 2 completion on November 15, 2022, including specific ridership on the extension, revenue generated, and whether WMATA believes the extension is achieving its anticipated goals. Please also provide a detailed assessment of additional funding that will be required by WMATA to continue operation of the extension, broken down by jurisdiction.

ANSWER:

Silver Line Phase 2 opened on November 15 and added six new stations to the Metrorail system. To date, we are running budgeted frequency of service and ridership appears to be on track based on the FY2023 budgeted recovery rate of 53 percent of pre-pandemic ridership numbers. From November 15 – December 31, approximately 330,000.00 were taken to or from the new stations, and these trips generated roughly \$0.5 million in net additional revenue (after accounting for shifting ridership patterns from existing stations

As with any new stations or service, Metro expects that ridership will mature as development around the stations continues, commuting patterns evolve, and overall ridership recovery improves for the system as a whole. Additional subsidy contributions of \$40.8 million specific to Silver Line Phase 2

operations were included in the FY2023 Budget and are now reflected in WMATA’s base budget going forward. The FY2024 Budget does not include additional subsidy requirements specific to Silver Line Phase 2 operations as these were addressed in FY2021 and FY2023 and are now included in Metro’s base subsidy.

The prior subsidy requests for FY2021 and FY2023 are included below for reference:

| <i>(\$ in Millions)</i> | SLV2 (FY21 Legislative Exclusion) | SLV2 (FY23 Legislative Exclusion) | Total |
|-----------------------------|---|---|----------------|
| District of Columbia | \$25.9 | \$13.4 | \$39.3 |
| Montgomery County | \$13.7 | \$7.1 | \$20.9 |
| Prince George's County | \$12.3 | \$6.4 | \$18.7 |
| Maryland Subtotal | \$26.1 | \$13.5 | \$39.6 |
| City of Alexandria | \$3.7 | \$2.0 | \$5.7 |
| Arlington County | \$7.3 | \$3.8 | \$11.1 |
| City of Fairfax | \$0.2 | \$0.1 | \$0.4 |
| Fairfax County | \$12.7 | \$6.6 | \$19.3 |
| City of Falls Church | \$0.2 | \$0.1 | \$0.3 |
| Loudoun County | \$2.3 | \$1.2 | \$3.5 |
| Virginia Subtotal | \$26.5 | \$13.9 | \$40.3 |
| Total Contribution | \$78.4 | \$40.8 | \$119.3 |

7. Please describe WMATA’s efforts to leverage the dedicated funding provided by each of the three member jurisdictions to borrow debt to enable WMATA to accelerate capital improvements.

ANSWER:

WMATA’s Board of Directors approved a resolution in May 2020 authorizing the establishment of a senior lien against WMATA’s unrestricted dedicated capital funding. Since the establishment of the lien WMATA has leveraged the dedicated capital funds to complete two bond issuances. In June 2020, Series 2020A bonds were authorized and sold at a par amount of \$545,000,000. In May of 2021, Series 2021A were authorized and sold at a par amount of \$784,425,000. The Series 2021A bonds are Climate Bond Certified. WMATA is preparing to seek Board authorization for the issuance of bonds having a par value of \$392,000,000 for a March 2023 sale. These bonds are also expected to be certified as having met the Climate Bond Standard. The project funds available for capital investments from the sale of the Series 2020A and 2021A bonds totaled \$1,605,327,442.

This debt use has allowed WMATA to accelerate capital improvement projects by increasing the size of the yearly capital budget without increasing jurisdictional capital contributions. Dedicated Funding debt capacity is sufficient for current, near-term needs of the Capital Improvement Program but is decreasing and anticipated to be exhausted before the end of the six-year planning period.

8. Please describe how WMATA plans, in fiscal year 2024, to balance potential fare reductions to increase ridership with collecting enough fare revenue to address ongoing revenue reduction.

ANSWER:

The FY2024 fare optimization proposal simplifies the Metrorail fare structure for customers, grows ridership and revenue, and makes transit more affordable for Metro’s most price sensitive customers. The proposed rail fare structure ranges from \$2 to \$6.50 for weekdays and maintains the \$2 late night and weekend fares. Weekday peak and off-peak fare structure would be consolidated. The mileage rate would be standardized at \$0.40 per mile (after 3 miles). The rail base fare would match the bus base fare of \$2 all week.

Metro would also administer a regional low-income fare transit (LIFT) program. This fare simplification offers advantages over a general across-the-board fare increase by growing ridership while maintaining positive budget impact.

The combined impact of the fare optimization including the LIFT proposal is a net positive \$7.1 million and an additional 5.6 million trips in FY2024.

9. (a) Please list and describe any investigations, studies, audits, or reports on your agency or any employee of your agency that were completed at any time in fiscal years 2022 or 2023 (as of January 1, 2023).

ANSWER:

The Internal Audit & Compliance department completed 17 Internal Audits and Reviews from the start of fiscal year (FY) 2022 through Jan 1, 2023.

| | FY | Engagement Name | Description |
|---|-------------------------------|---|---|
| | <i>Internal Audit Reports</i> | | |
| 1 | 2022 | Remote Work Best Practices Assessment | The purpose of this review was to assess common practices and strategies employed by WMATA management to create structure, maintain productivity, and promote team connectivity in a remote working environment while also working to ensure that departmental goals and objectives are sufficiently met. |
| 2 | 2022 | Follow-up Audit of MTPD Response to OIG Report | As requested by the GM and CEO, the objective of this audit was to evaluate the Metropolitan Transit Police Department’s response to the recommendations made by the Office of the Inspector General’s Report of Investigation, case number 20-0047-1, on the MTPD Criminal Investigation Division. |
| 3 | 2022 | Follow-Up on Completed Actions from Prior Internal and External Audits Report | The overall purpose of the review was to determine if CAPs and related control procedures previously implemented were still in place and functioning as designed to help ensure continued mitigation of organizational risks. |
| 4 | 2022 | Station Platform Rehabilitation Project – Phase 3 | The objective of this audit was to evaluate project management and financial management practices for the Station Platform Rehabilitation - Phase 3 project. |
| 5 | 2022 | Spare Parts Inventory Expense and Reconciliation Review Report | The overall objective of the review was to evaluate the sufficiency of internal controls within the related processes for capturing, recording, and reconciling spare parts inventory expense within PeopleSoft Financials. |

| | FY | Engagement Name | Description |
|----|-----------|--|---|
| 6 | 2022 | Evaluation of the Usage and Monitoring of COVID-19 Related Labor and Absence Codes Spot Audit Report | This review was designed to evaluate the sufficiency of internal controls and compliance with related policy, procedures and processes relative to eligibility; submission, review and approval of requests; related payments; and overall monitoring of employees' usage of WMATA's ICV 19 Time Reporting Code. |
| 7 | 2022 | Neutral Host Revenue Generating Contract Agreement Audit Report | The overall purpose of the audit was to determine if Metro received all applicable revenue payments, reimbursable construction costs, utilities costs, and escort/technician costs in accordance with the contract. |
| 8 | 2022 | Bus Data Technology Projects Consulting Review | The overall purpose of the consulting review was to ensure that projects are defined and coordinated; with the goal of ensuring that actions and activities taken across these related projects are strategically delivered to improve the customer experience, including opportunities to address unknown issues. |
| 9 | 2022 | SAFE Financial and Contract Management Practices Audit Report | The overall objectives of the audit were to: <ul style="list-style-type: none"> · Evaluate the adequacy of internal controls within SAFE's financial and contract management practices. · Determine whether SAFE is compliant with WMATA financial and contract management policies and procedures and applicable regulations. · Assess the sufficiency of SAFE's management and monitoring of its outsourced/external resources – to include contract oversight, vendor performance, and resource allocation and utilization. · Determine whether SAFE maintained adequate records to support and evidence its contract and financial management efforts and related activities. |
| 10 | 2022 | Limited Scope Review of WMATA's Mailroom Operations | The objectives of the audit were to: <ul style="list-style-type: none"> · Evaluate current mailroom operations to identify any significant control gaps or unmitigated risks. · Identify risks that will transition to and be addressed by mailroom services outsourced to 3rd party vendors. · Make recommendations for additional control procedures or business process improvements as deemed necessary and appropriate. |
| 11 | 2022 | Disadvantage Business Enterprise – Follow up on Current State Audit Report | The purpose of this audit is to provide reasonable assurance that there has been appropriate action taken on the 15 Corrective Action Plans (CAPs) related to internal and external reports for the period of July 1, 2017, through August 1, 2022 and that the actions continue to operate as expected. |
| 12 | 2023 | Sole Source Procurement Audit Report | The overall purpose was to evaluate select sole source procurements to determine compliance with Metro policies and procedures. The review was designed to confirm compliance with applicable law and assess documentation of Determinations and Finding (D&F) or sole source justification. |
| 13 | 2023 | Take Home Vehicle Spot Audit | The objectives were to: (1) evaluate compliance with WMATA P/I 1.9/8 for Take Home Vehicles; and (2) assess compliance with Internal Revenue Service reporting requirements for WMATA employees with these vehicles. |
| 14 | 2023 | Project Oversight – Northern Bus Garage Replacement – Phase 1 | The objective of this audit was to evaluate project management and financial management practices for the Northern Bus Garage Replacement Phase 1 project. |
| 15 | 2023 | Audit of WMATA Timekeeping Controls | The overall objectives of this audit were to: |

| | FY | Engagement Name | Description |
|----|------|---|---|
| | | | <ul style="list-style-type: none"> Review and assess WMATA policies, procedures, and methodologies that define the internal IT control processes. Determine whether key internal IT general controls (ITGCs) are in place and functioning as designed. Assess the sufficiency of relevant key automated and manual controls (i.e., those outside of MetroTime) designed to help ensure compliance with applicable federal timekeeping regulations and internal policy and procedures. Identify control and process improvement areas and provide recommendations. |
| 16 | 2023 | MetroTime Post-Implementation Configuration and Functional Assessment Report | The assessment was conducted to address Executive and Senior Management concerns raised during the Audit of WMATA Timekeeping Controls conducted by Audit and Compliance (Internal Audit report issued September 9, 2022), as well as technical issues reported by MetroTime users since the second MetroTime launch in FY2021. |
| 17 | 2023 | Special Limited Scope Review Report: Parking and Moving Violation Tickets Process | The review was conducted to assess the effectiveness and efficiency of WMATA's process for receiving, distributing, recording, and processing payments and employee reimbursements, where applicable, for parking and moving violation tickets. |

OIG will be providing response directly to Committee on Transportation and the Environment.

(b) Please list and describe any ongoing investigations, audits, or reports of your agency or any employee of your agency.

ANSWER:

OIG will be providing response directly to Committee on Transportation and the Environment.

10. Please list each collective bargaining agreement that is currently in effect for agency employees. Please cite the bargaining unit and the duration of each agreement (including expiration date). Please note whether the agency is currently in bargaining and when that bargaining should be completed.

ANSWER:

| CBA(s) | Term | Duration of Agreement |
|---------------------------------|--|-----------------------|
| ATU L689 | 4 years, No negotiations are pending currently | 7/1/2020 - 6/30/2024 |
| Teamsters L922 | 4 years, No negotiations are pending currently | 11/1/2020-10/31/2024 |
| FOP | 7 years, No negotiations are pending currently | 10/1/2017-9/30/2024 |
| Teamsters (Special Police) L639 | 4 years, 9 months: No negotiations are pending currently | 10/1/2021-6/30/2026 |
| OPEIU L2 | 4 years, No negotiations are pending currently | 7/1/2021-6/30/2025 |

11. How many grievances have been filed by employees or labor unions against agency management in fiscal years 2022, and 2023 (through January 1, 2023)? Please list each of them by year. Give a brief description of each grievance, and the outcome as of January 1, 2023. Include on the chronological list any earlier grievance that is still pending in any judicial forum. If the answer to this question exceeds 20 entries, provide this answer as an attachment.

ANSWER:

Cases by Grievance Type (FY22-FY23)

| Row Labels | Count of Grievance ID |
|-------------------------|------------------------------|
| Contract Interpretation | 171 |
| Discharge | 38 |
| Discipline | 207 |
| Medical | 21 |
| Reinstruction | 5 |
| Grand Total | 442 |

Cases by Grievance Outcome (FY22-FY23)

| Row Labels | Count of Grievance ID |
|-------------------------|------------------------------|
| Arbitration - denied | 9 |
| Arbitration – pending | 100 |
| Arbitration – settled | 1 |
| Arbitration – withdrawn | 7 |
| Arbitration – granted | 2 |
| Complete | 161 |
| Incomplete | 135 |
| Settled – labor | 27 |
| Grand Total | 442 |

12. Please list any outstanding strikes or other organized labor actions impacting WMATA or WMATA-contracted services during Fiscal Years 2022 and 2023, to date, and provide a status update on the negotiations to resolve any ongoing actions.

ANSWER:

In August, members of the Amalgamated Transit Union Local 689 organized a strike against MetroAccess Service Delivery Provider TransDev. The strike lasted for nine days and ultimately ended in an agreement that paid Local 689 workers more money, improved sick leave, a better retirement plan and more holidays off.

13. (a) Please describe the agency’s procedures for investigating allegations of sexual harassment committed by or against its employees.

ANSWER:

SEE ATTACHMENT #13

- (b) If different, please describe the agency’s procedures for investigating allegations of misconduct.

ANSWER:

See Attachment(c) List chronologically and describe each allegation of sexual harassment and misconduct received by the agency in FY2022 and FY2023 (as of January 1, 2023) and the resolution of each as of the date of your answer.

ANSWER:

| Closed | # of Complaints | Resolutions | | Corrective Actions |
|------------------|-----------------|-------------|----|--------------------------------|
| 7/1/2021-6/30/22 | 27 | No Cause | 13 | |
| | | Cause | 14 | Suspensions - 12 |
| | | | | Demotion - 1 Counseling - 1 |
| 7/1/2022-1/1/23 | 10 | No Cause | 3 | |
| | | Cause | 9 | Suspension - 5 |
| | | | | Counseling - 4 |
| Open Complaints | | | | |
| FY 2022 | 2 | | | |
| FY 2023 | 14 | | | |

14. Please describe the procedure used to formulate, review, approve, and publish policies for the Metro Transit Police Department (“MTPD”), specifically including recent decisions for MTPD officers to begin utilizing body worn cameras and carrying NARCAN for opioid overdose response. Please also include a description of the MTPD protocols and policy for storage and disclosure of footage from body worn cameras, or if there is not currently a protocol or policy in place, the status of developing such a protocol and policy.

ANSWER:

MTPD policies are developed based on research, best practices and current WMATA and MTPD policies. MTPD policies are vetted through Command Review and signed by the Chief of Police. -The NARCAN policy was drafted based on best practices and developed in consultation with various internal departments, and the review of policies of other law enforcement agencies, including that of MPD.

MTPD formed a Body Worn Camera Working Group in August of 2021, to draft a Body Worn Camera Policy. The used best practices including U.S. Department of Justice (“DOJ”) guidelines, consistent with the DOJ grant award. The policy was submitted to, DOJ’s Office of Justice Programs (“OJP”) for approval. The OJP’s policies and programs “reflect the priorities of the President, the Attorney General, and the Congress,” and its mission is “to increase public safety and improve the fair administration of justice.”¹ OJP gave its approval to WMATA’s Body Worn Camera Policy.

We will be posting the policy soon on WMATA’s web site.

15. Please provide, for each month in fiscal years 2022 and 2023, to date, a chart showing the net number of MTPD hires and separations.

¹ <https://www.justice.gov/doj/organization-mission-and-functions-manual-office-justice-programs>

ANSWER:

2022 Year Separations

| Month | Total Separations | Civilian | Sworn |
|--------------------|--------------------------|-----------------|--------------|
| January | 3 | 1 | 2 |
| February | 2 | 1 | 1 |
| March | 2 | 1 | 1 |
| April | 5 | 2 | 3 |
| May | 0 | 0 | 0 |
| June | 4 | 3 | 1 |
| July | 3 | 1 | 2 |
| August | 5 | 0 | 5 |
| September | 7 | 5 | 2 |
| October | 4 | 1 | 3 |
| November | 9 | 3 | 6 |
| December | 5 | 3 | 2 |
| GRAND TOTAL | 49 | 21 | 28 |

2023 Year Separations

| Month | Total Separations | Civilian | Sworn |
|--------------------|--------------------------|-----------------|--------------|
| January | 3 | 1 | 2 |
| GRAND TOTAL | 3 | 1 | 2 |

2022 New Hires

| Month | Total New Hires | Civilian | Sworn |
|--------------|------------------------|-----------------|--------------|
| January | 3 | 3 | 1 |
| February | 4 | 1 (SPO) | 3 |
| March | 8 | 2 | 6 |
| April | 8 | 4 | 4 |
| May | 4 | 2 | 2 |
| June | 8 | 7 | 1 |
| July | 6 | 2 | 4 |
| August | 5 | 5 | 0 |
| September | 3 | 3 | 0 |
| October | 10 | 9 | 1 |
| November | 11 | 6 | 5 |
| December | 9 | 5 | 4 |

| | | | |
|--------------------|-----------|-----------|-----------|
| GRAND TOTAL | 79 | 49 | 30 |
|--------------------|-----------|-----------|-----------|

2023 Year New Hires

| Month | Total New Hires | Civilian | Sworn |
|--------------------|------------------------|-----------------|--------------|
| January | 2 | 2 | 0 |
| GRAND TOTAL | 2 | | |

16. In September of 2022, WMATA announced a new initiative to create a crisis intervention staff to be deployed with MTPD. How many individuals have been hired for this initiative to date? Are they deployed within the system? How does MTPD contact and request their assistance? Are they currently able to address needs for the whole system and if not, what are the plans to measure, train, and grow this team?

ANSWER:

MTPD have hired four full-time Clinicians and one Manager. These members are deployed throughout the system. Currently the team monitors activity within the system and deploys accordingly. MTPD members can notify the Clinicians via email or telephone when follow up activity is needed, and they will be monitoring the MTPD radio. We will assess the long-term needs to enhance the staffing of this team. This unit works in conjunction with local health and human services entities to provide services to those in need. With the influx of mental health incidents, it is our belief that this unit will need to expand.

17. Please provide as an attachment MTPD’s most recent Five-Year Crime Report, including closure rates for offenses if not otherwise included in the report.

ANSWER:

<https://www.wmata.com/about/transit-police/upload/Five-Year-Crime-Report-2018-2022.pdf>

18. Please describe how Use of Force, Stops, and Arrests by the MTPD are tracked, investigated, and reported to the public.

ANSWER:

MTPD policy requires every Use of Force (UOF) incident to be documented, entered into MTPD’s reporting system and reviewed by officials. MTPD is committed to accountability and transparency, and thus, WMATA includes demographic breakdown of any persons involved in UOF-related incidents as well as data that accounts for departmental-approved methods of force used by officers. MTPD has an automated Early Warning System overseen by the Office of Professional Responsibility and Investigations. This system tracks a variety of actions to include uses of force. Any use of force that is alleged to be in violation of departmental policy is fully investigated and if merited reviewed by a prosecutorial entity. MTPD has prepared a use of force summary for 2021, to be released to the public that includes stops as well as stop and frisks.

19. Please describe any steps or initiatives taken by MTPD in fiscal years 2022 and 2023, to date, to improve the safety of children on their ride to school, including any partnerships with the district’s safe passages programs.

ANSWER:

MTPD has gone to great extents to protect our young riders. This includes forming a youth advisory council, participation in the mayor's safe passage program, forming a youth services unit, responding to local schools to teach Metro Safety and conduct, participating in a variety of youth service programs to forge relationships and guide our youth. MTPD also identified stations highly traveled by youth and assigned officers to these locations in addition to the safe passage program, during high travel times.

20. Please provide a list of any community engagement events led by MTPD, or in which MTPD participated in fiscal year 2022 and 2023.

ANSWER:

- Over 75 pop-up community outreach events at local rail and bus stations/stops since July. MTPD provides safety information and promotes positive relations between the public and our officers.
- MTPD conducted 3-4 community outreach events per month on average at diverse organizations across the DMV, including: Annual National Night Out Event at Lincoln Park, Open Door Baptist Church health information fair, Faith & Blue events in DC and MD, Silver Line Opening in VA, and Holiday Shop-with-a-Cop.
- Over 30 youth attended out Youth Advisory Council meeting to promote positive rapport between officers and high school-aged youth (with learning components provided by different speakers each month focused on safety skills and bus route feedback, for example).
- High visibility details implemented to support school arrival and dismissal; close partnerships fostered with The Mayor's Office Safe Passage program and local school partners to help students transition safely to and from school.
- Youth Services Division deploys daily to support schools by conducting safety presentations, supporting youth Safe Passage programming, as well as facilitating weekly school follow up visits and mentoring programs.
- The Youth Services Division has launched a Restorative Justice Program in collaboration with the Office of the Attorney General (OAG) to mentor and support youth with additional needs.
- Four crisis intervention specialists and one strategic program manager hired and on-boarded to assist as of December 2022; crisis intervention specialists deployed daily throughout the system based on the need to address mental health crisis and support the unsheltered population.
- 500+ people attended 8 holiday-decorated bus events to bring cheer and positive outreach to stations (both at Halloween and during end-of-year holidays), including 1 holiday event at a local shelter and 1 at an elementary school (where 200+ children experienced the holiday bus).
- Over \$5,000 raised by Metro employees for holiday gifts and life necessities provided to children and families at stations as well as at a local shelter which included children's gifts for 30 families.
- 200 people were fed with a fresh, hot meal at Anacostia Station (Thanksgiving event) and 100 people fed and given cold weather protection at Union Station (End-of-year holiday season event).
- Expanding Community Service Bureau/Youth Services Division to include:
 - Team member expansion, consisting of three civilian Community Outreach and Engagement Officers, emphasizing Bridging-the-Gap initiatives to raise safety awareness and promote quality ridership.
 - Programmatic expansion:

- College and career readiness: a program for high school students that focuses on college preparation and job skills.
- Arts: arts immersion, poetry, study abroad, creative writing, and field study.
- Early childhood education: tutoring, mentoring, field trips, and summer camps.
- Sports and athletics: basketball, football, intramural sports, and excursions.

21. Please describe enforcement actions taken and/or policies developed to reduce fare evasions at Metrorail stations in the District of Columbia during Fiscal Years 2022 and 2023, to date. Please provide a chart showing the number fare evasion citations issued each month in each of the District, Maryland, and Virginia during fiscal year 2022 and 2023, to date.

ANSWER:

Prior to November 2022, MTPD fare enforcement efforts were handled at the individual unit and District level based on specific citizen complaints and crime trends. All enforcement took place in Maryland and Virginia due to the lack of enforcement options in the District of Columbia.

Beginning in October 2022, after WMATA coordinated with D.C’s Office of Administrative Hearings to develop a civil infraction process for fare evasion, a fare enforcement education campaign was launched by WMATA and MTPD which included media outreach, signage, and officers stationed at fare gates and bus terminals with handouts. Several thousand handouts were distributed throughout the month at dozens of stations throughout the three jurisdictions.

Starting in November 2022, MTPD scheduled more than a dozen enforcement events at stations throughout all three jurisdictions. These events were designed for maximum visibility and compliance, utilizing large numbers of officers, ranking officials, and prominent signage. They resulted in 38 citations, 3 arrests for fare evasion, and 2 arrests for other offenses outside of the District of Columbia. The events in the District of Columbia were successful in gaining compliance and visibility without the anticipated resistance, arrests, or citations; however, this required large numbers of officers.

Subsequent events were scheduled in December 2022 at a higher rate, with fewer officers and lower visibility. Management of the individual events was decentralized to the district level to accommodate this. Twenty-eight citations and one arrest for fare evasion came from the December details, as compliance by the public increased.

As of the end of December 2022 and January 2023, fare enforcement has been decentralized further to individual units, sections, and overtime assignments with a focus on enforcement and compliance. As a result, five fare evasion citations have been issued in the District of Columbia.

| FY 2022 (Jul '21 – Jun '22) | | | | | | | | | | | | | |
|-----------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-------|
| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Total |
| Maryland | 2 | 6 | 3 | 3 | 6 | 0 | 3 | 14 | 15 | 56 | 64 | 37 | 209 |
| District of Columbia* | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Virginia | 8 | 17 | 9 | 7 | 15 | 3 | 2 | 5 | 11 | 9 | 43 | 15 | 144 |
| Total | 10 | 23 | 12 | 10 | 21 | 3 | 5 | 19 | 26 | 65 | 97 | 52 | 353 |

*No DC enforcement option available

| FY 2023 (Jul '22 – Jun '23) | | | | | | | | | | | | | |
|-----------------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|
|-----------------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Total |
|-----------------------|-----|-----|-----|-----|-----|-----|------|-------|
| Maryland | 5 | 1 | 8 | 19 | 30 | 8 | 12 | 83 |
| District of Columbia* | - | - | - | - | 0 | 2 | 3 | 3 |
| Virginia | 12 | 6 | 14 | 18 | 45 | 13 | 2 | 110 |
| Total | 17 | 7 | 22 | 37 | 75 | 23 | 22** | 201 |

*No DC enforcement option available until November 2022

**Includes data from 1/11 for which detailed jurisdiction information is not yet available

22. Please describe the process for WMATA customers to submit complaints or comments and the procedure for responding to and resolving those complaints, including for MTPD.

ANSWER:

[This question is for Customer Service as well in terms of receiving complaints. MTPD has provided its process, but Customer Service should also provide a response.]

WMATA Customer Complaint Process

Customers have several options by which to submit complaints to Metro:

- Submit a [Customer Contact Form](#).
- Call Customer Relations at 202-637-1328.
- Submit a paper comment form, which are available inside all Metrorail stations.

All complaints will be entered and tracked in Metro's Customer Relationship Management database. All customers will receive an initial acknowledgement of their complaint within five business days, and where possible complaints will be resolved on the first contact. Further correspondence and feedback to the customer is determined based on issue type, severity, and customer request(s).

For additional support on accessibility-related complaints, customers may contact the Metro ADA Ombudsman in the Office of ADA Policy and Planning (ADAP). The findings and responses of all investigations handled independently by ADAP will be submitted to the Customer Relationship Management database for inclusion in the record created following the customer's initial complaint. Contact information for the ADA Ombudsman is as follows:

Barbara J. Milleville
 ADA Ombudsman
 Office of ADA Policy and Planning
 300 7th St SW
 Washington, DC 20024
 202-962-1100
 TTY 202-962-3780
access@wmata.com
 MTPD Customer Compliant Process

Citizens can submit a commendation or complaint on the WMATA website at <https://www.wmata.com/about/transit-police/feedback.cfm> or by contacting an MTPD division at one of the phone numbers provided at <https://www.wmata.com/about/transit-police/contact-us.cfm>. Additionally, complaints can be made in person at police district or by requesting an official to respond

to the scene of an incident. Citizen complaints are also submitted via WMATA's Twitter account, as depicted in the Social Media attachment above. The MTPD investigates all complaints regardless of the method of receipt.

The Office of Professional Responsibility and Inspections is notified of all complaints that are received. The investigating official will then investigate the allegations, reviewing evidence. The investigating official's chain of command reviews the investigations. There may also be other internal reviews by other WMATA's departments, based on the incident and the member being investigated.

The MTPD Investigations Review Panel meets quarterly to review completed MTPD internal investigations. The review panel consists of both sworn and civilian members from WMATA's jurisdictions. The review panel selects the cases that will be reviewed at the quarterly meeting, based on matters selected for their review, according to the review panel's charter. The Office of Professional Responsibility and Inspections represents the MTPD at the meetings and answers all questions the board members raise. The review panel then provides a list of recommendations regarding the reviewed cases, and the MTPD responds to recommendations provided by the review panel.

23. Please list all outstanding Washington Metrorail Safety Commission (WMSC) Corrective Action Plans (CAPs) that WMATA is required to complete, the status of each CAP, and the anticipated date of completion.

ANSWER:

<https://www.wmata.com/initiatives/transparency/upload/WMSC-Detailed-Tracker.pdf>

24. How are recommendations from the Riders' Advisory Council and the Accessibility Advisory Council collected, analyzed, and implemented?

ANSWER:

The Riders' Advisory Council (RAC) provides reports monthly to the Board – both written and in-person, at its monthly Board meetings. These reports ensure that Board Members are informed about comments and recommendations from the RAC before considering matters on their agenda. In addition, the Board has appointed one of its members, Alternate Director Bryna Helfer, as the RAC's liaison to the Board, to ensure that there is coordination between the two bodies on agenda items and opportunities for the RAC to provide input. Also, staff from the Chief Operating Officer's office has begun regularly attending RAC meetings to ensure that RAC comments and questions on operational issues are reviewed and addressed by appropriate departments.

The Accessibility Advisory Committee (AAC) advises the WMATA Board and staff on the accessibility of WMATA services, facilities, and equipment. WMATA staff meets with the AAC three times per month; a full committee meeting, along with one meeting focused on fixed route issues and one meeting focused on MetroAccess issues. WMATA staff shares upcoming plans with the AAC to get feedback and advice on accessibility matters related to said plans. Staff studies the feedback and advice, and then presents a final outcome/decision(s) to the AAC. Staff also receives advice from individual members of the AAC related to their use of WMATA services, equipment, and facilities. Staff addresses concerns or complaints received by individual members, and then reports out to the full ACC actions taken, as the individual issues raised by AAC members could also be impacting other customers. The AAC reports directly to the WMATA Board of Directors monthly on the work it has done; recommendations it has shared with staff; and the progress of overall accessibility at WMATA.

25. Please provide a detailed update on any “root cause” analyses and other assessments that were conducted with respect to the problems with WMATA’s 7000 series trains, including the findings and conclusions of the National Transportation Safety Board. Please include: (1) a description of the structure and method of analysis used; (2) the timeline breakdown of the analysis; (3) all findings and conclusions; and (4) the status of WMATA’s implementation of any recommendations for corrective action and any engineering and mechanical changes to the 7000 series fleet.

ANSWER:

A Blue Line 7000-series railcar derailed on October 12, 2021, between Rosslyn and Arlington Cemetery. There were no injuries. The National Transportation Safety Board launched an investigation into the probable cause of the derailment the following day. WMATA, WMSC, FTA, Local 689, the car manufacturer Kawasaki, and wheel manufacturer ORX are all parties to the investigation. The NTSB investigation is ongoing. WMATA is working tirelessly with NTSB and the other parties, and have conducted numerous analyses and tests, involving railcar and track specialists from across the industry. All parties sign a strict non-disclosure agreement with NTSB to prevent public discussion of the investigation without express permission of NTSB. WMATA would welcome the opportunity to brief Council members as soon as the findings and conclusions are released.

All updates related to the 7000-series railcars can be found at:
[7000-Series Return to Service Update | WMATA](#)

26. Please provide a detailed update on any new policies and procedures that WMATA is undertaking or will undertake in response to safety concerns on the 7000 series trains, including specific protocols for training, inspection, and routine maintenance of the trains.

ANSWER:

While the NTSB investigation into the probable cause has progressed, WMATA has worked with WMSC to safely return 7000-series railcars to service. The approach has been conservative and methodical, ensuring safety is paramount. WMATA railcar engineers designed a new, more stringent, and conservative procedure to detect wheel movement, measuring the “back-to-back” distance between the backs of each set of wheels with a precise, digital tool. As well as the precise digital tool and the inspection procedure itself, other procedures were approved and trained to consistently respond to different types of readings, secure railcars if they failed the inspection, and the design and use of enhanced technology to record and track the measurements and movement of trains. Routine maintenance of the 7000-series railcars continued in addition to these enhancements specifically related to wheel movement.

In May 2022, WMSC approved a new Return to Service Plan: the whole fleet was re-baselined under the new inspection procedure and railcars returned to passenger service, inspected on a daily basis. Of note, extensive analysis of historical inspection data indicated that an inspection interval of 7-8 days (which included a safety factor of 20% would safely detect wheel movement, but WMATA and WMSC settled on an extremely cautious approach with daily inspections. The intensity and rigor of this inspection regime is unique in the transit industry. After further extensive collaboration, WMSC approved the next iteration of the Return to Service Plan in October 2022, which allowed WMATA to move from a daily to 4-day inspection interval, but only with railcars with wheels pressed with high force/tonnage; since December, all railcars have been running in service, regardless of the force used to press on the wheels, with inspections every 4 days. At the time of writing, the intent is for WMATA to move to a 7-day inspection interval, as per the WMSC-approved Return to Service Plan. Of note, from nearly 10 million miles run and over 16,000 inspections completed since May 2022, there have

been three back-to-back exceedances reported to WMSC, and all those were within the tolerance and margin of error of the procedure, and so no wheel movement has been confirmed. Data continues to be collected and reviewed on a daily basis to inform the next steps.

27. In a May 17, 2022, Safety Order, the WMSC cited concern with “procedural shortcutting.” Please respond with specific steps have been taken to address culture change that promotes the highest standards of training, safety, and transparency.

ANSWER:

As mandated by the FTA, WMATA has embarked on a radical strategy to implement the principles of Safety Management System (SMS). This is a comprehensive, collaborative approach that brings management and labor together to build on the transit industry’s existing safety foundation to continuously improve how safety risks are identified and assessed with mitigating actions taken before an accident or incident occurs. It is this plan which will drive culture change that promotes the highest standards of training, safety, and transparency at WMATA, and it is embedded in the agency’s new Strategic Transformation Plan. WMATA’s Board of Directors approved the third revision of the Agency Safety Plan in September 2022, which includes the SMS Strategic Roadmap, organized around the four pillars of SMS: Safety Policy, Safety Risk Management (SRM), Safety Assurance, and Safety Promotion. The Department of Safety began the roll-out of SMS at WMATA in 2021 by partnering with the Rail Operations Control Center (ROCC). After setting the standard of SMS implementation there, SMS implementation expanded to other operational departments in 2022. The following summarizes the key accomplishments over the past year and implementation milestones targeted for completion in 2023.

Safety Policy: Over the course of 2022, the re-organization of the Safety Department continued. New job descriptions were created to better align with SMS pillars and 44 new employees joined the department, a headcount increase of 73%. This effort will continue into 2023, as several key positions are still being recruited and developed. WMATA’s Policy Instruction Manual was updated to include a Safety Policy, formalizing its commitment to implementing SMS and Just Culture principles. In 2023, all agency policies will be reviewed in light of Just Culture principles, and safety values will be embedded in our performance management and job descriptions. Safety specialists will partner with the Department of Digital Modernization to prepare systems to support SMS implementation.

Safety Risk Management: Building on the momentum of SMS implementation in the ROCC, three additional departments implemented SRM in 2022: Rail Transportation, Supply Chain Management and Facilities Management. SRM has now reached 14% of Metro’s operational staff. In 2023, SRM will be implemented throughout the operations and infrastructure organizations. The revision of the Metro Safety Rules and Procedures Handbook (MSRPH) continued with the assembly of the new Safety Standards into a single document. In addition, the Roadway Worker Protection program was assessed against Federal Railroad Administration requirements and revised for consistency with international best practices. These activities will continue in 2023 with the goal of completing an overhaul of all Safety rules and procedures. The Safety and Security Certification Program Plan was formulated in 2022, with improvements being incorporated into the Project Implementation and Development Manual that guides all capital projects in 2023.

Safety Assurance: In 2022, WMATA standardized its safety inspection programs, established a tracking process, and recruited staff to ensure quality implementation. These efforts are planned to continue in 2023 with the launch of an integrated safety inspection program. WMATA expanded its safety investigations to conduct inquiries into Bus and MetroAccess incidents. In 2023, the investigation team intends to incorporate Just Culture principles and processes into their work. In April

2022, Metro partnered with MITRE, a non-profit organization, to enhance its Voluntary Safety Reporting Program. A mechanism to consolidate the reports received and integrate them into the inspection program was developed. In the coming year, the overhaul of this program should be completed, with a focus on building employee trust and encouraging reporting behavior.

Safety Promotion: MITRE also supported the assessment of Metro’s Safety Culture in the fall of 2022, with the final report delivered to senior leadership in December 2022. In response to the report, Metro’s leadership intends to revise its disciplinary processes to align with the principles of Just Culture. This activity was just one part of Metro’s Safety Promotion Strategy, which was defined in 2022. The strategy will be implemented in early 2023 with the procurement of advisory services to develop SMS outreach by key audiences, initial training and introduction to Just Culture initiated.

28. In the February 2022 final Safety Report by WMSC, it found that “Metrorail does not consistently follow the incident command system structure and these deficiencies have contributed to ineffective and improper emergency response and emergency management.” Please outline specific steps WMATA has or will take to ensure corrective action meets the recommendations laid out in the WMSC report.

ANSWER:

In 2021, WMATA recognized opportunities to improve incident management and align the structure more closely to FEMA’s National Incident Management System (NIMS). That same year, agency oversight and responsibility for standards of incident and emergency management transferred from Metro Transit Police to Chief Safety and Readiness. The Office of Emergency Preparedness was established to replicate FEMA’s emergency management lifecycle with teams covering Planning & Exercising, Response & Recovery Coordination, and Prevention & Mitigation. A new critical position – the Mission Assurance Coordinator – was established as the Chief Safety and Readiness 24/7 representative and liaison in the Rail Operations Control Center. This person is responsible for conducting incident oversight and contingency coordination alongside operations colleagues in the control center and on the scene.

In 2022, a new Incident Management Framework was designed, socialized and the training launched, which will launch in late Spring 2023 to set expectations and provide training for all customer-facing frontline staff and their managers, to ensure they are knowledgeable and, if appropriate, practiced in incident command with training at five different levels dependent on an employee’s role. In addition, the Office of Emergency Preparedness restructured the all-hazard drills program across all facilities and redefined the role and critical responsibilities of the Fire Marshal to ensure the workload is distributed across specialist teams, and a new, comprehensive risk-based inspection program ensures Metro is taking a proactive approach to preventing incidents before they even occur.

29. Please list all outstanding audit recommendations from the WMATA Office of the Inspector General, the status of each recommendation, and the anticipated date of completion.

ANSWER:

OIG will be providing response directly to Committee on Transportation and the Environment.

30. What is the total value of all contracts procured in FY2023 by WMATA for goods and services? Of this, what percentage of the value was with District businesses? What steps has WMATA taken to increase contracting with entities owned and/or led by women, Black District residents, and other District residents of color?

ANSWER:

The total value of all contracts procured in FY2023 by WMATA for goods and services is \$1.265 billion. Of that total, 2% (\$28.769 million) was with District businesses.

WMATA has established a practice to unbundle large contracts, when possible, to facilitate opportunities for small and minority contractors to be prime contractors. One successful example is the Multiple Awards Task Order Contract (MATOC). A MATOC contract is not for one job, but rather a collection of jobs across a period of time. Receiving a MATOC contract ensures a steady stream of jobs for three to five years.

31. (a) Please list each contract over \$1,000,000 million for goods or services procured in FY 2023 by WMATA from District businesses including the name of the vendor and contract value.

ANSWER:

| Contract ID | Vendor Name | Contract Value |
|-----------------|---------------------------------|-------------------------|
| CIBOP211233D | Deloitte Consulting LLP | \$ 2,550,346.99 |
| CIT01222273 | EastBanc Technologies, LLC | \$ 1,056,540.00 |
| CLAND211184-COA | Jones Lang LaSalle Americas Inc | \$ 11,162,479.00 |
| CPLNT211123-CQ | JLT Trucking Inc | \$ 14,000,000.00 |
| | Total | \$ 28,769,365.99 |

- (b) What is WMATA doing to increase the volume (both dollar value and number of vendors) with District businesses and with entities owned and/or led by Black District residents and other residents of color?

ANSWER:

WMATA has implemented the Minority Business Enterprise (MBE) program with a race neutral Small Business Program (SBP) component. The purpose of the program is to maximize prime and subcontracting opportunities, increase the pool of certified businesses, and create new contracting relationships between small businesses of similar sizes. The MBE program’s race/gender-specific provisions will model the existing federal Disadvantaged Business Enterprise (DBE) and Small Business Enterprise (SBE) programs. The existing DBE criteria and SBE business size criteria shall be used to determine overall eligibility for the program. All certified MBE’s may bid directly to WMATA as a prime contractor and/or be considered for subcontracting when MBE goals are established. The Board of Directors will be provided annual reports of the utilization of the program.

To further increase opportunities for minority businesses, WMATA contracted with Keen Independent Research to conduct a Disparity Study.

The study was concluded in January 2022. Its findings provided evidence that there is not a level playing field for people of color and women, and for minority-and woman-owned firms, in the Washington metro area marketplace. The study will help focus on the economic issues impacting minority businesses when competing for WMATA contracts.

The MBE/SBP Program allows for the following:

- Incorporation of a race-neutral component, like the federal SBE program, which will enable objectives to be met quicker and with greater visibility, by allowing more small businesses while under contract to learn the business process and establish relationships and performance.
- Creation of economic stability in the small business community, which is directly related to WMATAs Equity Initiatives.
- Increased number of new small minority-owned businesses in the certification program through the establishment of a custom, set-aside program that will result in a measurable increase in job creation, business expansion, tax revenues, etc.
- Compliance with 49 CFR Part 26, the narrowly tailored program requirements.

WMATA is also working on grassroots measures to reach small and local businesses to educate and inform them on how we do business and invite them to be a part of WMATA’s business plan in gaining access on procurement contracts. The following are among our equity initiatives:

- Developing partnerships with District of Columbia Mayor’s Office, Conference of Minority Transportation Officials (COMTO) National office, and Small Business Organizations in the DMV to market contracting opportunities and to educate small businesses on WMATAs Certification, Procurement Processes and Socioeconomic Programs.
- Surveying small businesses after each outreach to obtain feedback and capture areas of improvement. A second survey will be developed for small businesses who are presently working on WMATA contracts to obtain feedback on their experience.
- Increasing the number of certified businesses in WMATA and District of Columbia Certification Program Directory to increase the usage for our contracting needs.
- Facilitating new outreach strategies to better serve WMATA and small business, such as “Meet the Primes” and “Pitch Your Niche”. These events have been added to already successful educational and informational outreach events that WMATA’s Procurement and Small Business teams present.
- Targeting credit card and simplified purchases to increase the number of opportunities awarded to the local small business community.

32. (a) Please provide a breakdown of the number of WMATA employees by jurisdiction of residence.

ANSWER:

**Employees by Jurisdiction of Residence
As of January 18, 2023**

| Employee Residence | Count of Employees |
|---------------------------|---------------------------|
| DC | 1,440 |
| MD | 8,794 |
| VA | 1,866 |
| Other | 222 |
| No address | 68 |
| Total Employees | 12,260 |

(b) How many employees were hired in FY2022 and FY2023, to date (as of January 1, 2023)?

(c) How many of these new hires were residents of the District of Columbia when hired?

ANSWER:

| Employee Residence | FY22 | | FY23 | |
|--------------------|--------------------|----------------|--------------------|----------------|
| | Count of New Hires | % of New Hires | Count of New Hires | % of New Hires |
| DC Resident | 4 | .3% | 8 | 1.3% |
| Other Resident | 1,209 | 99.7% | 591 | 98.7% |
| Grand Total | 1,213 | 100% | 599 | 100% |

33. Please provide a detailed update on the status of WMATA’s electric bus pilot program, including implementation timelines, number of buses, and usage data if available.

ANSWER:

Metro has launched a Battery-Electric Bus Test and Evaluation to test 12 electric buses – two articulated (60-foot) and 10 standard-length (40-foot) – from Shepherd Parkway Bus Division. Metro has undertaken many activities to support this Test and Evaluation, including:

- In 2020, applied for and received an FTA Low-No Grant to support the program
- In 2022, completed designs and began construction for the facility infrastructure needed to support charging equipment. The facility will support 12 charging positions for the buses that will be charged via overhead pantographs.

Anticipated future actions include, but are not limited to:

- Later this year, charging equipment will be installed at Shepherd Parkway and Metro will take delivery of the first two articulated electric buses. After commissioning and testing the buses and chargers, and completing training activities, revenue service for these first two buses is anticipated for early Summer 2023.
- In mid-2023, Metro anticipates delivery of additional charging equipment.
- In 2024, assuming schedules hold, Metro anticipates delivery of standard-length battery electric buses.
- In 2024, Metro anticipates completion of data collection and analysis from the Test and Evaluation.

The Test and Evaluation will help provide Metro experience with this new technology in typical Metrobus operating conditions and allow Metro to collect data to better understand how the technology can be scaled up, including how equipment and systems must be integrated. In standing up the Battery-Electric Bus Test and Evaluation Program, Metro has laid the groundwork for the internal and external coordination as well as the internal processes necessary to support the broader fleet transition.

The buses are not yet in operation, so no usage data is available.

34. The Council has adopted a Sense of the Council resolution (PR 24-154) urging a more aggressive schedule for transitioning to electric buses. Please provide a detailed description of WMATA’s current efforts toward systemwide bus electrification. In the description, identify all perceived barriers to electrification and how WMATA will look to overcome them.

ANSWER:

Metro is committed to transitioning the bus fleet to zero-emissions as quickly as possible. Key activities to support this transition include:

- Implementing a Battery-Electric Bus Test and Evaluation Program (as described above) to begin gaining experience with electric buses and identifying lessons learned to inform full fleet deployment.
- Developing a Zero-Emission Bus Transition Plan to establish a comprehensive framework for how to transition our fleet, facilities, and workforce to support this transition. One of the key elements to be developed in the Transition Plan is a potential phasing and timeline of facility conversions to support zero-emission technology.
- Finalizing the next five-year bus procurement to include battery-electric bus purchases.
- Designing and constructing facilities to support zero-emission buses. Metro is taking steps to plan, design, and build Northern, Bladensburg, and Western Bus Garages to align with our commitment to transition to a zero-emission fleet. Additional information about these facility projects are available at:
 - **Northern:** <https://www.wmata.com/initiatives/plans/northern-bus-garage/>
 - **Bladensburg:** <https://www.wmata.com/initiatives/plans/Bladensburg/index.cfm>
 - **Western:** <https://wmata.com/initiatives/plans/Western-Bus-Garage-Replacement/>

On Jan.25, Metro held a groundbreaking ceremony event at Northern Bus Garage, which was attended by Mayor Bowser, FTA Administrator Nuria Fernandez, Council member Janeese Lewis George, and members of the community to celebrate Northern opening as an all-electric facility.

Transitioning the entire fleet of nearly 1,600 buses is a challenging task that requires strong coordination across Metro departments and external partners to ensure safe, reliable service. Zero-emission buses are relatively new technologies that are rapidly evolving, and Metro will continue to assess the state of technology. A few key barriers to transitioning the fleet to zero-emissions include:

- **Cost.** The conversion to a zero-emission fleet requires significant upfront capital investments primarily for buses that are more expensive in comparison to traditional internal combustion engine buses and to make facilities ready to support the charging or fueling needed to power zero-emission buses. Metro has secured one FTA grant and will continue to apply for Federal funding to support the transition. Metro will also consider innovative financing options, such as public-private partnerships and targeted jurisdictional investment to support the region's transition to a zero-emission fleet.
- **Facility readiness.** It is important to have facilities ready to support zero-emission buses before taking delivery of these vehicles and the design and construction of new facilities have long lead times. The Transition Plan will support development of conceptual facility designs for all our bus garages to support zero-emission buses as well as a potential phasing and timeline of facility conversions. Metro has also been coordinating with relevant local electric utilities on the grid needs to support any future battery-electric bus charging at our facilities.
- **Bus acquisition.** The useful life of buses is up to 15 years, so it will take time to phase existing buses out of the fleet. Throughout the transition to a full zero-emission fleet, coordination of bus procurement activities with facility readiness projects is necessary to ensure efficient operations of new technology.

- **Range of battery-electric buses.** A standard-length battery-electric bus is expected to provide a range of approximately 150 miles, about half that of an internal combustion engine bus. To provide reliable service Metro will continue to conduct route modeling to align electric buses to routes that meet their capabilities.

Please see additional details in Metro's April 2022 Zero-Emission Bus Update:

<https://www.wmata.com/initiatives/plans/upload/ZEB-Update-April-2022.pdf>

35. In the April 2022 Zero-Emission Bus Update, WMATA pledges to make every new Metrobus purchase a zero-emission bus by 2030 and to replace all Metrobuses with zero-emissions buses by 2045. Why will it take seven more years to begin purchasing only zero-emissions buses? Why will it take 22 years to replace all Metrobuses? What is the typical lifespan of the buses currently in the Metrobus fleet?

ANSWER:

Metro is committed to only purchasing zero-emission buses by 2030 and will continue to look for opportunities to accelerate this timeline. Metro is currently undertaking projects to make bus garages ready to support electric buses (e.g., Northern and Bladensburg Bus Garages). As design and construction projects are completed to make these facilities ready to support electric or other zero-emission buses, Metro can take delivery of these new buses. In this way, procurement activities are aligned with facility readiness and receipt of new buses is aligned with Metro's ability to operate the new technology. As a practical matter, 100 new buses per year are scheduled for delivery and service to maintain the safe and efficient operation Metrobus.

WMATA utilizes FTA funds to purchase replacement buses which requires our buses to be maintained in our fleet for a minimum of 12-years (internally the replacement age is 15 years and maintenance programs are centered around this length of time). Replacing buses before this time period may require reimbursement to the FTA.

Acceleration of zero-emission program requires support from bus manufacturers, construction managers, and the electric utilities in addition to the internal efforts of staffing and employee training required to be electric bus ready. One challenge among many is that the bus manufacture industry is currently experiencing unprecedented delays and cost increases for critical material. In one extreme case, microprocessors for one critical component increased from a cost of \$20 to \$900 per item while simultaneously experiencing delivery delays. Combined these factors have delayed the arrival of the two articulated electric buses by three months. As an industry, bus manufacturers have started to add significant time to their delivery schedules. Metro continues to work to explore options for acceleration.

36. What is the status of the restoration of the B30 route that connected Greenbelt Metrorail Station to Baltimore-Washington International Airport, which was discontinued at the beginning of the COVID-19 pandemic?

ANSWER:

Metro is not proposing to restore the B30 service in the FY24 budget. The final determination on the prioritization of if/when service on this alignment should be restored is being evaluated as part of the Better Bus Network Redesign project.

More information about the Better Bus Network Redesign Project is available here: <https://www.wmata.com/initiatives/plans/Better-Bus/about-the-project.cfm>

37. In November 2021, WMATA announced it plans to begin two-door entry on all Metrobuses by the close of 2022 in an effort to reduce boarding times. Please provide an update on these efforts, including the percentage of Metrobus fleet are currently operating with two-door entry to date.

ANSWER:

The All-Door Boarding project is dependent on the finalization of the Fairfax replacement project. The farebox replacement is currently in-service testing at Four Mile bus garage and anticipated to be completed in the coming weeks. Successful completion of the in-service test will allow production installs of new fareboxes and rear door SmarTrip targets on 50 buses. We anticipate the installs to start in March of this year. The District’s Fare Free program and other zero fare programs would significantly impact the project.

38. Please provide a monthly breakdown of WMATA ridership figures for bus and rail during calendar years 2021 and 2022 and January 2023.

ANSWER:

Calendar Year 2021 Ridership

| Month | Bus | Rail |
|-----------------------|------------|-------------|
| January 2021 | 3,804,353 | 1,847,584 |
| February 2021 | 3,588,675 | 1,853,952 |
| March 2021 | 4,372,390 | 2,538,754 |
| April 2021 | 4,535,262 | 2,818,163 |
| May 2021 | 4,794,773 | 3,148,454 |
| June 2021 | 5,605,443 | 3,937,583 |
| July 2021 | 5,927,382 | 4,703,379 |
| August 2021 | 6,168,459 | 4,347,528 |
| September 2021 | 6,783,266 | 4,985,558 |
| October 2021 | 7,162,958 | 5,097,107 |
| November 2021 | 6,712,188 | 4,398,698 |
| December 2021 | 6,677,619 | 4,204,394 |

*Bus Ridership represents APC boarding’s reported to NTD

*Rail Ridership represents station entries (linked) trips used as input for NTD reporting

Calendar Year 2022 Ridership

| Month | Bus | Rail |
|--------------|------------|-------------|
|--------------|------------|-------------|

| | | |
|-----------------------|-----------|-----------|
| January 2022 | 4,795,663 | 3,286,829 |
| February 2022 | 5,438,807 | 3,848,609 |
| March 2022 | 7,193,908 | 5,843,772 |
| April 2022 | 7,333,982 | 6,254,136 |
| May 2022 | 7,914,858 | 6,196,249 |
| June 2022 | 7,397,853 | 6,953,411 |
| July 2022 | 7,245,545 | 6,731,524 |
| August 2022 | 8,461,211 | 6,602,038 |
| September 2022 | 8,778,433 | 6,777,977 |
| October 2022 | 8,903,247 | 7,188,337 |
| November 2022 | 8,286,839 | 6,675,859 |
| December 2022 | 7,757,855 | 6,321,662 |

*Bus Ridership represents APC boarding's reported to NTD

*Rail Ridership represents station entries (linked) trips used as input for NTD reporting

Calendar Year 2023 Ridership

**preliminary through January 14*

| Month | Bus | Rail |
|--------------|------------|-------------|
| January 2023 | 3,754,380 | 2,895,685 |

39. How much did WMATA receive from the District for the Kids Ride Free program in fiscal years 2022 and 2023, to date? Are there any additional implementation costs for the Kids Ride Free program that WMATA assumes?

ANSWER:

WMATA received \$14.5M for fiscal year 2022 and has received \$8.6M so far through December for fiscal year 2023.

“WMATA Program Assistance” entails packaging of the cards, and delivery of the cards to DDOT, covered under the MOU. There are costs of the administration of the program that are not covered in the MOU. The costs are absorbed in the operating budget as part of normal operations. Otherwise there are no additional costs for the Kids Ride Free program that WMATA assumes.

40. Does WMATA record the number of card taps for Kids Ride Free cards? If yes, please provide a chart showing monthly Kids Ride Free card taps during calendar years 2019-2023, to date.

ANSWER:

Yes, WMATA does record the number of card taps for Kids Ride Free which is why it's important that all kids in the program be counted when using the system.

41. How much did WMATA receive from the District for Metrobus service in the District in fiscal years 2022 and 2023, to date? Please explain how the amount the District provides for Metrobus services is

split among local and regional bus service, and the sources of the funding that the District provides for Metrobus service in the District.

ANSWER:

| District of Columbia Metrobus Operating Subsidy | | | |
|--|-----------------|----------------------|----------------|
| <i>(\$ in millions)</i> | Regional | Non- Regional | Total |
| FY22 Metrobus | \$195.1 | \$31.0 | \$226.1 |
| FY23 YTD Metrobus Q2 | \$102.7 | \$17.4 | \$120.1 |
| FY23 Budget Metrobus | \$205.4 | \$34.8 | \$240.2 |

Please note, the amounts above are illustrative and are no longer how the WMATA subsidy is developed. Due to the 3% annual subsidy caps in Maryland and Virginia, since FY2020, Metro’s subsidy allocation process has involved the growth cap of three percent being applied to WMATA’s base subsidy, as well as to total individual contributions from the District of Columbia, the State of Maryland and the Commonwealth of Virginia. Modal allocations are based on calculated percentages of each jurisdictions' contribution and does not use variables of the historic modal formula."

42. Please explain any significant impacts on your agency, if any, of any legislation adopted at the federal, state, or local level during Fiscal Year 2023, to date.

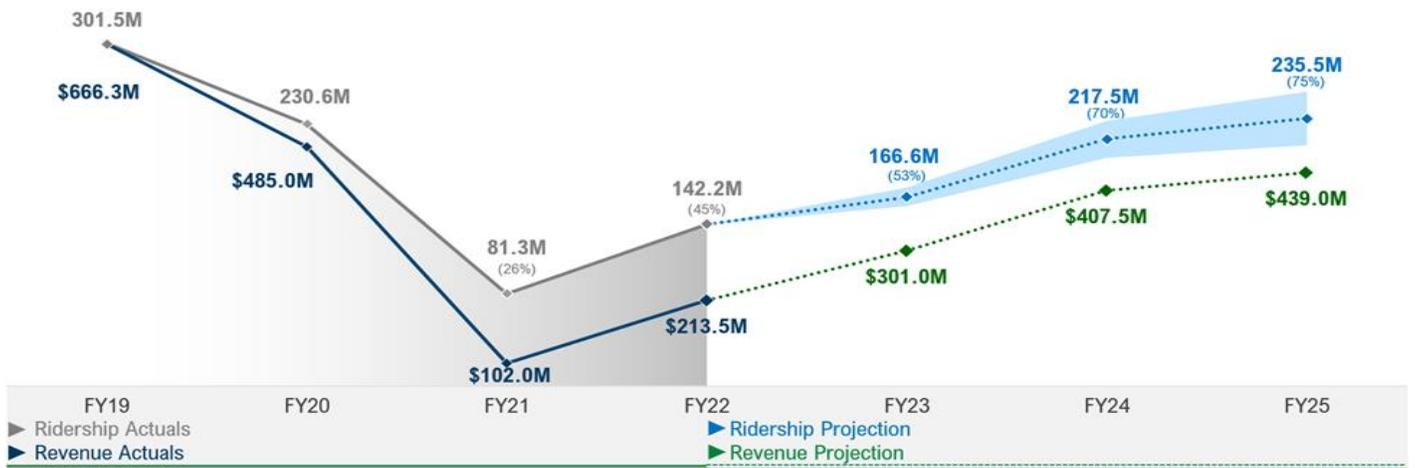
ANSWER:

The Federal Infrastructure Investment and Jobs Act included additional requirements associated with WMATA’s receipt of Passenger Rail Infrastructure Investment Act (PRIIA) funding; and expanded Federal Buy America provisions to include “construction materials” under the Build America, Buy America title of the act. With regard to PRIIA, WMATA must make additional certifications to FTA regarding project planning, provide annual documentation to Congress, and the Office of the Inspector General must make a report to Congress regarding use of funds. The Build America, Buy America provisions require vendors to provide certain materials from made in America sources.

43. Please provide a detailed description of the continued effect of the pandemic on WMATA ridership, including but not limited to budgetary shortfalls, system maintenance issues, and effect of personnel hiring and retention, and outline specific steps WMATA is taking to mitigate those impacts and identify ways to improve services to improve revenue growth. What policies adopted during the pandemic has WMATA incorporated into its ongoing operations?

ANSWER:

Chart below shows the continued effect of the pandemic on WMATA ridership as well as budgetary shortfalls:



Budgetary Shortfall:

| (\$ in millions) | FY2020 Actual | FY2021 Actual | FY2022 Actual | FY2023 Budget | FY2024 Proposed | FY2025 Scenario |
|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Passenger Revenue | \$485.0 | \$102.0 | \$213.5 | \$301.0 | \$406.0 | \$428.2 |
| Non-Passenger Revenue | \$95.8 | \$64.6 | \$67.9 | \$81.5 | \$103.2 | \$106.2 |
| Total Revenue | \$580.8 | \$166.6 | \$281.4 | \$382.5 | \$509.2 | \$534.4 |
| Total Expenses | \$1,927.2 | \$1,880.3 | \$1,870.1 | \$2,247.2 | \$2,322.1 | \$2,561.4 |
| Operating Deficit | (\$1,346.4) | (\$1,713.7) | (\$1,588.7) | (\$1,864.7) | (\$1,813.0) | (\$2,027.0) |
| Subsidy | \$1,125.5 | \$1,009.1 | \$1,109.7 | \$1,191.9 | \$1,252.0 | \$1,289.5 |
| Federal Relief | \$221.0 | \$704.7 | \$479.0 | \$672.8 | \$561.0 | - |
| Funding Gap | \$0.0 | \$0.0 | \$0.0 | \$0.0 | \$0.0 | (\$737.5) |

WMATA received federal funding as a result of the pandemic which allowed for a steady state of the existing work force. Both personnel and non-personnel expenses continued to increase due to collective bargaining agreements, paratransit contract growth and inflation associated with non-personnel costs. Expense growth was mitigated through management and cost savings initiatives.

44. How much federal funding has WMATA received to address budget shortfalls created during the pandemic? How much of those funds has WMATA spent?

ANSWER:

WMATA has received a total of \$2.57 billion in federal relief including CARES, CRRSAA, ARPA funds. To date, it has drawn approximately \$1.5 billion for expenses through November, leaving approximately \$1.0 billion remaining for use in FY23 and FY24. WMATA expects to completely exhaust its share of federal relief during its fiscal year ending June 30, 2024.

Table 1: Total Federal Relief Inception Through Dec-22 (Net to WMATA)

| <i>(\$ in millions)</i> | Amount |
|-------------------------|----------------|
| Total Federal Relief | \$2,571 |
| Drawn | \$1,569 |
| Remaining | \$1,003 |

45. How much, if any, formula funding does WMATA expect to receive from the Infrastructure Investment and Jobs Act, the Inflation Reduction Act, or any other recent federal legislation? Has WMATA identified any competitive or application-based funding authorized in recent federal legislation? If yes, please describe the types of projects that WMATA plans to use this funding for.

ANSWER:

WMATA expects to receive \$460 million in federal funding for formula grants that are authorized under the Infrastructure Investment and Jobs Act (IIJA). WMATA continues to proactively seek grant funding from competitive opportunities, including those opportunities that received new or additional funding as the result of the IIJA, the Inflation Reduction Act, and other recent federal legislation.

46. Please describe any communication between WMATA and the District to enter into a fare buydown agreement, as required by section 2(a) of the Fare-Free Bus Funding Emergency Amendment Act of 2022, effective December 8, 2022 (Act 24-699; 69 DCR 15138), including the dates of any communication and any agreements that WMATA and the District have entered into, pursuant to the emergency act. Please describe any obstacles that WMATA has identified to completing an agreement as required by the emergency act.

ANSWER:

WMATA has not entered into a formal agreement on the MOU that is required in the DC Fare Free legislation.

47. Please describe the information the District Department of Transportation (“DDOT”) would need to provide to WMATA, or information sharing agreements DDOT and WMATA would need to enter into, or any other steps that would need to be taken between the District and WMATA in order to implement the transit subsidy program authorized by amendatory Title VI within section 2(b) of the Metro for D.C. Amendment Act of 2022, approved on second reading on December 20, 2022 (enrolled version of Bill 24-429) (“Metro for D.C. Act”). Is the implementation of the transit subsidy program authorized by the Metro for D.C. Act different in kind from the implementation necessary for employer-based transit subsidies, including the federal government’s transit subsidy program? If so, how?

ANSWER:

SEE ANSWER #46

48. Approximately how many SmarTrip cards are registered through the federal government’s transit subsidy program? Has WMATA identified instances of fraud in the federal government’s transit subsidy program—including instances of a SmarTrip card registered to the federal government’s transit subsidy program being sold or otherwise transferred to a non-federal government employee?

Does WMATA have systems in place to identify such fraud?

ANSWER:

As of January 12, 2023, 164,370 SmarTrip cards were enrolled in the SmartBenefits Commuter Benefits Program. This count represents all SmartBenefits clients in the public and private sectors. Pre-pandemic, that figure was closer to 265,000.

Regarding fraud by organizations outside of the SmartBenefits program that are providing benefits to their employees in a manner that is not compliant with the IRS regulations, staff has been advised by WMATA counsel that the IRS was responsible for identifying these non-SmartBenefits situations and enforcing the IRS regulations - not WMATA.